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**RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES WITH  
TURNOVER AMONG GCH RETAIL (M) SDN BHD BRANCHES  
AT PERAK STORES**

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**Research Project Submitted to the School of Business Management**

**Universiti Utara Malaysia**

**In Partial Fulfilment of the Requirement for the Master Degree of Human Resource  
Management**





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Perniagaan**

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**Universiti Utara Malaysia**

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## ABSTRAK

Pusing ganti kerja di kalangan pekerja mempunyai penunjuk langsung dan tidak langsung ke arah produktiviti organisasi. Bagaimana untuk mengurangkan niat pusing ganti kerja adalah cabaran yang penting kepada Pengurus Sumber Manusia. Terdapat beberapa elemen yang menyumbang kepada niat pusing ganti kerja di dalam organisasi. Kajian ini bertujuan mengkaji hubungan di antara amalan Sumber Manusia dengan niat pusing ganti kerja di kalangan pekerja. Kajian ini telah melibatkan 206 orang responden yang berkhidmat di Giant di cawangan negeri Perak dan borang soal selidik telah digunakan untuk pengumpulan data di kalangan responden. Data di analisis melalui SPSS versi 23 dan analisis deskriptif dan inferensi dijalankan untuk memenuhi objektif kajian. Analisis regresi menunjukkan bahawa terdapat hubungan yang signifikan di antara amalan sumber pengurusan manusia yang dipecahkan kepada dimensi latihan dan pembangunan, pampasan dan gaji, dan penilaian prestasi terhadap niat pusing ganti kerja. Hasil kajian ini menyediakan penyelesaian alternatif utk membantu para pengawal sumber manusia untuk mengambil tindakan sewajarnya dalam mengelakkan niat pusing ganti di kalangan pekerja. Cadangan kajian di masa hadapan boleh melibatkan bilangan cawangan Giant yang lebih banyak di negeri yang berlainan serta seluruh Malaysia.

**Kata Kunci:** Amalan pengurusan sumber manusia, niat pusing ganti kerja, SPSS.

## ABSTRACT

Employee turnover provide direct and indirect indicator towards organizational productivity. How to reduce employee's turnover intention was a very pivotal challenge for today's HR managers. There are many elements that contribute to turnover intention in organization. The purpose of this study was to examine the relationship between Human Resource (HR) practices and turnover intention. The survey of this research involved 206 respondents among Giant branch store at Perak state and self-administrative questionnaire was used for data collection among respondents. The raw data was analysed by using SPSS version 23 and descriptive and inferential analysis was conducted to fulfil the objectives of the research. Regression analysis revealed that there was significant relationship between HR Practices as in the breakdown of the dimension, training and development, compensation and salary and performance appraisal towards turnover intention among Giant branch store at Perak region. Result of this research able to prepare the alternative solution to support other HR Practices to control that or minimize turnover intention among employees. Future studies are expected to involve a larger number of Giant stores in different states and whole Malaysia.

**Keywords:** Human Resource Practices, Turnover Intention, SPSS

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## LIST OF ABBREVIATIONS

Abbreviations	Description of Abbreviation
CS	Compensation Salary
DV	Dependent Variable
GCH	Giant Capital Holdings
GDP	Gross Domestic Product
GHFI	Giant Hypermarket Falim
GHTG	Giant Hypermarket Taiping
GM	General Manager
GMS	General Merchandise Supply
GXIP	Giant Superstore Sunway City
GXKR	Giant Superstore Kampar
HBA	Health and Beauty Accessories
HR	Human Resource
HRM	Human Resource Management
HRP	Human Resource Practices
IV	Independent Variable
MEF	Malaysian Employers Federation
MOH	Ministry of Health
MRA	Malaysian Retailers Association
OSHA	Occupational Safety and Health Administration
PA	Performance Appraisal
RGM	Retail Group Malaysia
SOP	Standard Operation Procedure
SPSS	Statistical Package for Social Science

TD

Training Development

TI

Turnover Intention





# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter highlighted the background of this study, problem of statement, research of objectives and research of questions. The significant for the study have also been justified by the researcher. Furthermore, researcher has elaborated scope for the study, contribution of the study, organization of the thesis and lastly was chapter summary.

### **1.1 Background of study**

In the time of globalization, competition and economic performance of an organization, turnover is still the major issue in the organization and become an attention by researchers in many industries. High turnover percentage in the organization has become one of the causes to organization failure or lacking. Due to employee resigning, organizations have been confronted with two types of costs. One is direct cost which includes recruitment and selection, employment, loss of time-worked and the second is indirect cost which includes reduction of organizational performance. This study determined and identified how significant three (3) of Human Resource Practice on employee turnover intention (DV) in the organization.

Based on Department of Statistics 2013, there are more than 13 million labour forces in Malaysia. According to Labour Force Survey, 2011 there were also 1.9 million people employed in retail sector. Through the total number of labour force employed, 14.6 per cent of turnover rate has been found present in all industries and services. Through the domestic consumption, Malaysia's wholesale and retail sector makes up 67 to 70 per cent of Gross

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## APPENDICES



### QUESTIONNAIRE FORM

#### *Borang Soal-Selidik*

The objective of this research study is to examine the relationship between human resource practices with turnover intention among GCH Retail (M) Sdn Bhd Branches at Perak Stores. The study intended for academic and scientific research only. Therefore, confidentiality is assured. The questionnaires take about 10-15 minutes to complete and hope that you will be able answer the questionnaires as sincerely and honestly on the basis of the requirements of this questionnaire. Your cooperation is highly appreciated and thanks for your participation.

*Objektif niat kajian ini adalah untuk mengkaji hubungan di antara amalan sumber manusia dengan pusing ganti kerja di GCH Retail (M) Sdn Bhd cawangan Perak. Kajian ini adalah bertujuan untuk tujuan penyelidikan akademik sahaja. Oleh itu, kerahsiaan adalah dijamin. Soal selidik ini mengambil masa kira-kira 10-15 minit dan di harap anda dapat menjawab soal selidik dengan ikhlas dan jujur berdasarkan keperluan dan syarat soal selidik ini. Kerjasama anda amat dihargai dan terima kasih di atas penyertaan anda.*

### SECTION A: DEMOGRAPHIC CHARACTERISTICS

#### *Seksyen A: Ciri-ciri demografik*

The following questions deals with the basic information about yourself.

*Soalan-soalan berikut berkaitan dengan maklumat asas mengenai diri anda.*

#### **1. Gender/Jantina**

Male/Lelaki [       ] Female/Perempuan [       ]

#### **2. Race/Bangsa**

Malay/Melayu [       ] Chinese/Cina [       ]  
Indian/India [       ] Others/Lain-lain [       ]

#### **3. Age/Umur**

18 – 24 [       ]  
25 – 34 [       ]  
35 – 44 [       ]  
45 – 54 [       ]  
55 and above [       ]  
(55 dan ke atas)

**4. Marital Status/Status Perkahwinan**

Single/ <i>Bujang</i>	[	]
Married/ <i>Berkahwin</i>	[	]
Divorced/ <i>Berceraai</i>	[	]
Widowed/ <i>Balu</i>	[	]

**5. Designation in organization/Jawatan dalam organisasi**

Manager/ <i>Pengurus</i>	[	]
Executive/ <i>Eksekutif</i>	[	]
Supervisor/ <i>Penyelia</i>	[	]
Sales assistant/ <i>Pembantu Jualan</i>	[	]
Others/ <i>Lain-lain</i>	[	]

State (*Nyatakan*): \_\_\_\_\_

**6. Department/Bahagian**

Softline	[	]
HR/Admin	[	]
GMS	[	]
Sales Support	[	]
Security	[	]
Fresh	[	]
Others	[	]

State (*Nyatakan*): \_\_\_\_\_

**7. Job Status/Status Pekerjaan**

Permanent/ <i>Tetap</i>	[	]
Contract/ <i>Kontrak</i>	[	]
Part time/ <i>Separa Masa</i>	[	]
Others/ <i>Lain-lain</i>	[	]

State (*Nyatakan*): \_\_\_\_\_

**8. Year Of Employment/Tahun Berkhidmat:**

Less than year	[	]
1 – 5 years	[	]
6 – 10 years	[	]
11 – 15 years	[	]
16 years and above	[	]

**9. Highest Qualification/Kelayakan tertinggi**

SPM	[	]
STPM/Certificates	[	]
Diploma	[	]
Degree	[	]
Others	[	]

State (*Nyatakan*): \_\_\_\_\_

**Section B: Training and Development**  
(Latihan dan Pembangunan)

**INSTRUCTIONS:** Please read the following statements and indicate the extent of your agreement with the statements on 1-5 point scale. **Please circle your answer.**

**ARAHAN:** Sila baca pernyataan berikut dan nyatakan sejauh mana persetujuan anda dengan kenyataan pada skala 1-5. Sila bulatkan jawapan anda.

**1 = Strongly Disagree** (Sangat tidak setuju)

**2 = Disagree** (Tidak setuju)

**3 = Neutral** (Neutral)

**4 = Agree** (Setuju)

**5 = Strongly Agree** (Sangat setuju)

Training and Development		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Extensive training and development programs are offered by my company to improve my job skills. <i>Program latihan dan pembangunan yang meluas ditawarkan oleh syarikat saya untuk meningkatkan kemahiran kerja saya.</i>	1	2	3	4	5
2	The training provided by my company helps me to enhance my work performance. <i>Latihan yang disediakan oleh syarikat saya membantu saya meningkatkan prestasi kerja saya.</i>	1	2	3	4	5
3	Training programs offered by my company help me to develop varieties of skills and ability. <i>Program latihan yang ditawarkan oleh syarikat saya membantu saya mengembangkan pelbagai kemahiran dan keupayaan.</i>	1	2	3	4	5
4	Career counselling and planning assistance are provided to all employees. <i>Kaunseling kerjaya dan bantuan merancang disediakan kepada semua pekerja.</i>	1	2	3	4	5
5	Opportunities for advancement are available for all the employees. <i>Peluang untuk kemajuan tersedia untuk semua pekerja.</i>	1	2	3	4	5



**Section C: Compensation and Salary**  
(Gaji dan Pampasan)

**INSTRUCTIONS:** Please read the following statements and indicate the extent of your agreement with the statements on 1 5-point scale. **Please circle your answer.**

*ARAHAN: Sila baca pernyataan berikut dan nyatakan sejauh mana persetujuan anda dengan kenyataan pada skala 1-5. Sila bulatkan jawapan anda.*

**1 = Strongly Disagree** (Sangat tidak setuju)

**2 = Disagree** (Tidak setuju)

**3 = Neutral** (Neutral)

**4 = Agree** (Setuju)

**5 = Strongly Agree** (Sangat setuju)

Compensation Salary		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am satisfied with the attractive salary offered by this company. <i>Saya berpuas hati dengan gaji menarik yang ditawarkan oleh syarikat ini.</i>	1	2	3	4	5
2	The amount of salary and allowance that I obtain depends on my performance. <i>Jumlah gaji dan elaun yang saya peroleh bergantung pada prestasi saya.</i>	1	2	3	4	5
3	I am satisfied with process used to determine my non-financial rewards (awards and benefits). <i>Saya berpuas hati dengan proses yang digunakan untuk menentukan ganjaran bukan kewangan saya (anugerah dan faedah).</i>	1	2	3	4	5
4	The amounts of income I receive reflect on what I deserve. <i>Jumlah pendapatan yang saya terima merujuk kepada apa yang sepatutnya saya terima. .</i>	1	2	3	4	5
5	Rewards (bonuses, awards and benefits) that I received depend on my performance. <i>Ganjaran (bonus, anugerah dan faedah) yang saya terima bergantung pada prestasi saya.</i>	1	2	3	4	5

**Section D: Performance Appraisal**  
**Penilaian Prestasi**

**INSTRUCTIONS:** Please read the following statements and indicate the extent of your agreement with the statements on 1-5 point scale. **Please circle your answer.**

**ARAHAN:** Sila baca pernyataan berikut dan nyatakan sejauh mana persetujuan anda dengan kenyataan pada skala 1-5. Sila bulatkan jawapan anda.

**1 = Strongly Disagree** (Sangat tidak setuju)

**2 = Disagree** (Tidak setuju)

**3 = Neutral** (Neutral)

**4 = Agree** (Setuju)

**5 = Strongly Agree** (Sangat setuju)

Performance Appraisal		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My performance is determined based on the achievement of my personal KPI target. <i>Prestasi saya ditentukan berdasarkan pencapaian sasaran KPI peribadi saya.</i>	1	2	3	4	5
2	Besides the achievement of KPI target, my performance is also being evaluated based on the “persistency” obtained. <i>Selain pencapaian sasaran KPI, prestasi saya juga dinilai berdasarkan "ketekunan" yang diperolehi.</i>	1	2	3	4	5
3	KPI target is based on the agreement between myself and my superior. <i>Sasaran KPI adalah berdasarkan persetujuan antara saya dan atasan saya.</i>	1	2	3	4	5
4	My performance is evaluated based on my KPI (shrinkage, sales & OOS). <i>Prestasi saya dinilai berdasarkan KPI saya (kehilangan, jualan &amp; ketiadaan stok)</i>	1	2	3	4	5
5	My performance standard is based on my personal department target. <i>Standard prestasi saya berdasarkan sasaran jabatan saya.</i>	1	2	3	4	5

**Section E: Turnover Intention**  
**Niat Pusing Ganti Kerja**

**INSTRUCTIONS:** Please read the following statements and indicate the extent of your agreement with the statements on 1-5 point scale. **Please circle your answer.**

**ARAHAN:** Sila baca pernyataan berikut dan nyatakan sejauh mana persetujuan anda dengan kenyataan pada skala 1-5. Sila bulatkan jawapan anda.

**1 = Strongly Disagree** (Sangat tidak setuju)

**2 = Disagree** (Tidak setuju)

**3 = Neutral** (Neutral)

**4 = Agree** (Setuju)

**5 = Strongly Agree** (Sangat setuju)

<b>Turnover Intention</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	I am actively looking for another job. <i>Saya sedang mencari kerja lain.</i>	1	2	3	4	5
2	As soon as I can find a better job, I will leave this company. <i>Sebaik sahaja saya dapat mencari pekerjaan yang lebih baik, saya akan meninggalkan syarikat ini.</i>	1	2	3	4	5
3	I am seriously thinking about quitting my job. <i>Saya serius berfikir tentang berhenti kerja.</i>	1	2	3	4	5
4	In the last few months, I think seriously about looking for a job in the other sector/s. <i>Dalam beberapa bulan kebelakangan ini, saya sedang serius mencari pekerjaan di sektor lain.</i>	1	2	3	4	5
5	Everything into consideration, there is likelihood that I will make a serious effort to find a new job within the next year. <i>Segala sesuatu yang dipertimbangkan, ada kemungkinan bahawa saya akan berusaha keras untuk mencari pekerjaan baru dalam tahun depan.</i>	1	2	3	4	5

**THANK YOU FOR YOUR COOPERATION**

*Terima kasih untuk kerjasama anda*

## REALIBILITY

### a) TRAINING AND DEVELOPMENT (IV)

		N	%
Cases	Valid	161	100.0
	Excluded <sup>a</sup>	0	.0
	Total	161	100.0

- a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistic

Cronbach's Alpha	N of Items
.884	5

### b) COMPENSATION SALARY (IV)

		N	%
Cases	Valid	161	100.0
	Excluded <sup>a</sup>	0	.0
	Total	161	100.0

- a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistic

Cronbach's Alpha	N of Items
.906	5

**c) PERFORMANCE APPRAISAL (IV)**

		N	%
Cases	Valid	161	100.0
	Excluded <sup>a</sup>	0	.0
	Total	161	100.0

- a. Listwise deletion based on all variables in the procedure.

**Reliability Statistic**

Cronbach's Alpha	N of Items
.880	5

**d) TURNOVER INTENTION (DV)**

		N	%
Cases	Valid	161	100.0
	Excluded <sup>a</sup>	0	.0
	Total	161	100.0

- a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.906	5

## FREQUENCY TABLE

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	41.0	41.0	41.0
	Female	95	59.0	59.0	100.0
	Total	161	100.0	100.0	

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	135	83.9	83.9	83.9
	Chinese	3	1.9	1.9	85.7
	Indian	22	13.7	13.7	99.4
	Others	1	.6	.6	100.0
	Total	161	100.0	100.0	

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	39	24.2	24.2	24.2
	25-34	70	43.5	43.5	67.7
	35-44	36	22.4	22.4	90.1
	45-54	14	8.7	8.7	98.8
	55 and above	2	1.2	1.2	100.0
	Total	161	100.0	100.0	



<b>Marital Status</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	72	44.7	44.7	44.7
	Married	77	47.8	47.8	92.5
	Divorced	8	5.0	5.0	97.5
	Widowed	4	2.5	2.5	100.0
	Total	161	100.0	100.0	

<b>Designation in organization</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	10	6.2	6.2	6.2
	Executive	51	31.7	31.7	37.9
	Supervisor	20	12.4	12.4	50.3
	Sales Assistant	67	41.6	41.6	91.9
	Others	13	8.1	8.1	100.0
	Total	161	100.0	100.0	

#### Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Softline	7	4.3	4.3	4.3
	HR/Admin	4	2.5	2.5	6.8
	GMS	23	14.3	14.3	21.1
	Sales Support	54	33.5	33.5	54.7
	Security	15	9.3	9.3	64.0
	Fresh	39	24.2	24.2	88.2
	Others	19	11.8	11.8	100.0
	Total	161	100.0	100.0	

Job Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permenant	158	98.1	98.1	98.1
	Contract	1	.6	.6	98.8
	Part Time	2	1.2	1.2	100.0
	Total	161	100.0	100.0	

Year of Employment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than year	8	5.0	5.0	5.0
	1-5 years	101	62.7	62.7	67.7
	6-10 years	32	19.9	19.9	87.6
	11-15 years	16	9.9	9.9	97.5
	16 years and above	4	2.5	2.5	100.0
	Total	161	100.0	100.0	

#### Highest Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	120	74.5	74.5	74.5
	STPM / Certificates	11	6.8	6.8	81.4
	Diploma	17	10.6	10.6	91.9
	Degree	10	6.2	6.2	98.1
	Others	3	1.9	1.9	100.0
	Total	161	100.0	100.0	

**Frequencies of Variables (N=161)**

<b>Variables</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Training	2.00	5.00	3.53	0.691
Compensation	1.00	5.00	3.32	0.792
Performance	2.00	5.00	3.54	0.628
<b>HRM_Practice</b>	<b>2.00</b>	<b>5.00</b>	<b>3.47</b>	<b>0.612</b>
<b>Turnover Intention</b>	<b>1.00</b>	<b>5.00</b>	<b>3.22</b>	<b>0.881</b>



## REGRESSION TABLE

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.258 <sup>a</sup>	.067	.061	.85386	1.386

- a. Predictors: (Constant), HRM\_Practice.  
b. Dependent Variable: Turnover Intention

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.267	1	8.267	11.339	.001 <sup>b</sup>
	Residual	115.924	159	.729		
	Total	124.191	160			

- a. Predictors: (Constant), HRM\_Practice.  
b. Dependent Variable: Turnover Intention

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.931	.388		4.979	.000
	HRM_Practice	.371	.110	.258	3.367	.001

- a. Dependent Variable: Turnover Intention

### Residuals Statistics<sup>a</sup>

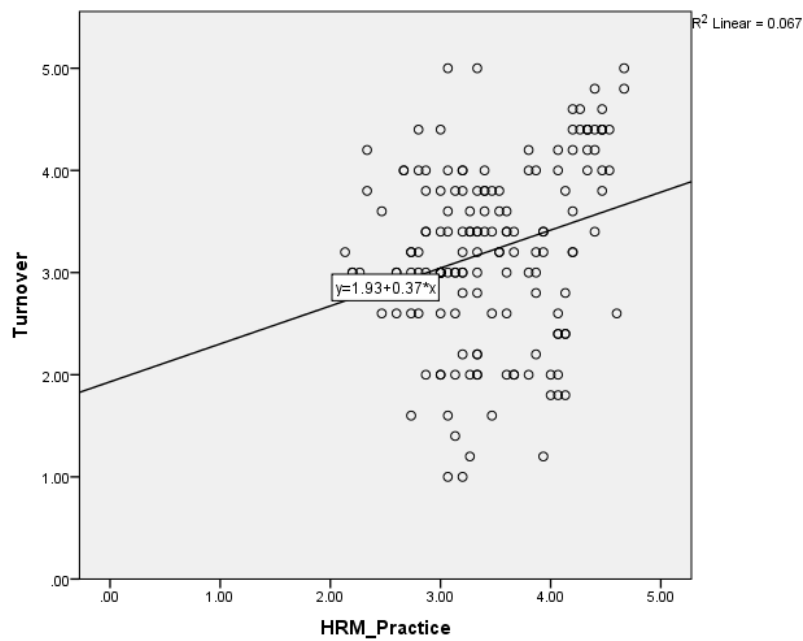
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7231	3.6634	3.2174	.22731	161
Residual	-2.19123	1.93047	.00000	.85119	161
Std. Predicted Value	-2.175	1.962	.000	1.000	161
Std. Residual	-2.566	2.261	.000	.997	161

a. Dependent Variable: Turnover Intention

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.735	.411		4.222	.000		
	Training	.239	.126	.187	1.892	.060	.597	1.676
	Compensation	-.057	.129	-.051	-.445	.657	.438	2.285
	Performance	.234	.173	.167	1.357	.177	.387	2.583

a. Dependent Variable: Turnover Intention

## CHART



## PEARSON CORRELATION

		TD	CS	PA	Turnover	HR_Practise
Training	Pearson Correlation	1	.551**	.620**	.262**	.826**
	Sig. (2-tailed)		.000	.000	.001	.000
	N	161	161	161	161	161
Compensation	Pearson Correlation		1	.741**	.175*	.891**
	Sig. (2-tailed)			.000	.026	.000
	N		161	161	161	161
Performance	Pearson Correlation			1	.245**	.894**
	Sig. (2-tailed)				.002	.000
	N			161	161	161
Employee Turnover	Pearson Correlation				1	.258**
	Sig. (2-tailed)					.001
	N				161	161
HR_Practise	Pearson Correlation					1
	Sig. (2-tailed)					
	N					161

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).